

The County Fiscal Plan (five-year financial forecast) primarily focuses on increases in costs to maintain current services and the amount of discretionary revenue available to fund these costs and/or what mitigations are needed. Under the direction of the Chief Executive Officer, Finance and Administration also identifies needs within the County that are not currently funded and require funding with ongoing or one-time sources.

ONGOING NEEDS

The 2016-17 Recommended Budget funds \$22.5 million in Ongoing Cost Changes identified in the five year financial forecast. No other ongoing costs are funded with Discretionary General Funding. This leaves approximately \$25.0 million of ongoing resources available to address projected increases in negotiated salary costs, to position the County to attract and retain a competitive workforce.

ONE-TIME NEEDS

The 2016-17 Recommended Budget funds \$59.6 million in increased one-time costs. One-time costs include \$7.5 million per Board policy or direction. This includes funding the Economic Development Agency with one-time Discretionary General Funding derived from revenue earned by the Department, funding the Registrar of Voters 2016-17 Election Cycle, and funding the required increase in the County's Mandatory Contingencies. Further detail is provided on the following pages of the remaining \$52.1 million in one-time needs included in the 2016-17 Recommended Budget.



One-time Costs Identified to be Funded in 2016-17
(in millions)

	One-Time
Give BIG San Bernardino County	\$0.1
Baker Emergency Medical Services	0.1
Human Resources - Legal Costs and Office Furniture	0.1
Human Services CalFresh MOE Waiver Discontinuance	2.5
Public Health - Non-Profit Permits for Temporary Events and Snack Bars	0.1
Trial Court Funding Maintenance of Effort	1.5
District Attorney - Cold Case Prosecution	0.3
Public Defender - Proposition 47 Caseload	0.5
Sheriff - Recruitment Program	0.5
Sheriff - Guns, Body Armor and Equipment	1.3
Sheriff - Helicopters	9.0
County Museum - Operations and Accreditation	1.1
Land Use Services - Accela Permit Systems Upgrade	0.7
Land Use Services Planning - Morongo Basin Cultural Plan	0.2
Land Use Services Code Enforcement	0.4
Surveyor - Completion of Old Surveys	0.1
Regional Parks - Prado Park Master Plan	0.3
Flood Control - Rimforest Drainage	0.7
Transportation - Road Projects	4.1
Special Districts - CSA 120 North Etiwanda Preserve	0.5
Capital Improvement Projects:	
Apple Valley Library Structural Beam Repair Project	0.5
ARMC Jail Ward	2.5
County Building Acquisition and Retrofit Project	8.0
County Government Center Security Improvements and Café Remodel	0.3
County Museum Camera System	0.1
Demolition of Old Cental Juvenile Hall Buildings	0.5
Glen Helen Rehabilitation Center - Remodel Housing Units	5.2
Glen Helen Rehabilitation Center - Security Control Panel Replacement and Intercom System	0.8
Regional Parks Improvements	1.8
Searles Valley Historical Society Building Demolition	0.1
Security Assessments and Improvements	2.0
Sheriff's Morongo Jail - Security Camera and Intercom System	0.4
Sheriff's Consolidation Operations Remodel	4.5
Sheriff's Training Center Range Restrooms	0.1
West Valley Detention Center Rec Yard Enclosure	1.2
One-time Costs in 2016-17 Recommended Budget	\$52.1



\$0.1 million for CAO - Give BIG San Bernardino County

Give BIG San Bernardino County is a 24-hour online giving day. It is a “web-a-thon” that provides an opportunity for non-profits to raise funds to address the needs in the local community. Use of the General Fund Reserve for the 2016-17 Give Big Event is recommended to be allocated to the CAO budget.

\$0.1 million for CAO - Baker Emergency Medical Services

On September 28, 2004 (Item No. 70), the Board of Supervisors approved Performance-Based Contract No. 04-1028 with Baker Emergency Medical Services, Inc., for the provision of ALS ambulance service in the County's Exclusive Operating Area 23 which serves the greater Baker area. On December 15, 2015 (Item No. 18), the Board approved a contract with Baker Emergency Medical services to provide financial support for the delivery of the ALS ambulance services in the amount of \$11,000 per month for a total not-to-exceed of \$132,000 for the period of January 1, 2016 through December 31, 2016. On March 2, 2016, as included in the Second Quarter Budget Report, the Board approved the use of Discretionary General Funding in the amount of \$66,000 for the period of January 1, 2016 through June 30, 2016.

\$0.1 million for Human Resources – Legal Costs and Office Furniture

Funding for outside legal counsel for employee relations matters, and the purchase of office equipment, including chairs for the testing center.

\$2.5 million for Human Services - CalFresh Maintenance of Effort (MOE) Waiver Discontinuance

Beginning in 2010-11, the CalFresh MOE Waiver allowed counties to draw down additional federal and half of the State funding for CalFresh without increasing the County's MOE. The 2016-17 Governor's budget includes a 50% reduction to the CalFresh Waiver which reflects the second year of the four-year phase-out agreement. The Board established a General Fund reserve for the CalFresh Waiver Discontinuance in 2013-14.

\$0.1 million for Public Health – Non-Profit Permits for Temporary Events and Snack Bars

Funding for the cost of permits issued to non-profits for temporary events and Snack Bars for youth sporting events.

\$1.5 million for Trial Court Funding Maintenance of Effort

On June 24, 2015 Governor Brown signed the Traffic Tickets/Infractions Amnesty Program into law. The program went into effect October 1, 2015 and remains in force until March 31, 2017. The program forgives unpaid traffic tickets due by January 1, 2013 in order to provide relief to qualified individuals who defaulted on a court-ordered obligation and may have had driving privileges suspended as a result. Funding is recommended to mitigate the decline in revenue anticipated in 2016-17 due to the amnesty program.

\$0.3 million for District Attorney – Cold Case Prosecution

One-time funding for the addition of two extra-help District Attorney Senior Investigators to assist with the workload of the District Attorney's Cold Case Prosecution Unit.

\$0.5 million for Public Defender – Proposition 47 Caseload

The State's Proposition 47, the Reduced Penalties for Some Crimes Initiative, was approved on the November 4, 2014 ballot. The initiative reduced the classification of most "non-serious and non-violent property and drug crimes" from a felony to a misdemeanor. Passage of Proposition 47 has resulted in a significant workload increase for the Public Defender. One-time funding is recommended for contract staffing costs associated with the Proposition 47 caseload.

\$0.5 million for Sheriff – Recruitment Program

Funding for recruitment, advertisement and processing of prospective applicants. Additional recruitment efforts will assist the department in addressing critical issues with attrition and the filling of positions.



\$1.3 million for Sheriff – Guns, Body Armor and Equipment

Funding for guns, ammunition and body armor associated with increased need at the Sheriff's Training Academy to expand response capabilities and upgrade the current body armor for optimum safety funded with a portion of the Jail Upgrades Reserve for the Glen Helen Rehabilitation Center.

\$9.0 million for Sheriff – Helicopters

Funding to replace two aging and obsolete patrol helicopters including equipment, travel and training for pilots and mechanics, installation of equipment and delivery charges funded with a portion of the Jail Upgrades Reserve for the Glen Helen Rehabilitation Center.

\$1.1 million for the County Museum – Operations and Accreditation

Includes bridge funding to support current operations, and funding for activities related to accreditation. Re-accreditation funding will be used for the following activities: relocating museum storage to a new climate controlled facility, developing an organizational strategic plan and exhibit interpretative master plan with a consultant, developing and upgrading wayfinding and interpretative signage, updating current exhibit spaces, and various other needs including the Museum's collection management system.

\$0.7 million Land Use Services – Accela Permit Systems Upgrade

Use of the Permit Systems Upgrade Reserve to fund 2016-17 costs related to the upgrade of the outdated permitting system to a new enterprise solution. Accela is an enterprise land management system that facilitates interdepartmental communication and cooperative processing in a shared data environment.

\$0.2 million for Land Use Services Planning – Morongo Basin Cultural Plan

Funding for costs related to the preparation of a Morongo Basin Cultural Plan.

\$0.4 million for Land Use Services Code Enforcement

Funding for various costs and initiatives within the division. This includes:

- \$100,000 relating to a pilot program for a 24/7 Short-Term Rental Complaint Hotline where the public can report illegal or disruptive activities at short-term rental properties.
- \$195,381 to assist with funding the division's demolition program where private structures that have been identified as significant hazards or public nuisances can be demolished and the hazard abated,
- \$50,000 for the purchase of kiosks in the Land Use offices to help better serve the public, and
- \$64,803 for the purchase of radios for Code Enforcement officers that tie into the County Sheriff's dispatch channels to improve public and staff safety.

\$0.1 million for Surveyor – Completion of Old Surveys

In 2012-13, the Records Survey Fee was converted from a flat fee to an actual cost fee. Prior to 2012-13, the flat fee was collected in advance. Consequently, work continues on many of these old surveys and the office of the Surveyor continues to incur costs without offsetting revenue. The recommended one-time allocation will fund the estimated hours that will be spent on these old surveys in 2016-17.

\$0.3 million for the Regional Parks – Prado Park Master Plan

Funding for costs related to the preparation of a Master Plan for Prado Park.

\$0.7 million for the Flood Control – Rimforest Drainage

A one-time contribution of \$0.7 million funded from the Rimforest Drainage Reserve will pay costs associated with Flood Control's Rimforest Drainage project. This project involves construction of storm drain systems and a detention basin along Highway 18 and inside the village of Rimforest to mitigate the impact of drainage on the stability of the slope.

\$4.1 million for the 2016-17 Transportation – Road Projects

A one-time contribution of \$4.1 million for the following projects funded from the General Fund Reserves set-aside for these Transportation Projects:

- \$0.1 million for the Cedar Avenue Interchange to fund land acquisition and continuing design activities.



- \$0.8 million for the Green Tree Boulevard Connection to construct a new road from Yates Road westward and ending at the intersection of Green Tree Boulevard and Hesperia Road, as part of the Yucca Loma Corridor project within the City of Victorville.
- \$3.2 million to fund the environmental phase and preliminary design costs of the multi-year structural improvements to 127 historically significant bridges on the National Trails Highway.

\$0.5 million for Special Districts – CSA 120 North Etiwanda Preserve

One-time funding of \$250,000 is recommended for land acquisition and parking improvements in CSA 120 North Etiwanda Preserve. An additional \$250,000 is recommended for a study involving the collection of biological data on wildlife and vegetation within the North Etiwanda Preserve to ensure appropriate management of these lands.

\$28.0 million for Capital Improvement Projects

One-time funding is recommended for various Capital Improvement Projects

- \$0.5 million for the Apple Valley Library Structural Beam Repair Project. This additional funding will complete the structural repairs at the Apple Valley Library.
- \$2.5 million for the Arrowhead Regional Medical Center Jail Ward Project. This will fund design costs for construction of a separate acute care ward for prisoners at the Arrowhead Regional Medical Center. Funding is from the ARMC Jail Ward Capital Projects Reserve.
- \$8.0 million for the County Buildings Acquisition and Retrofit Project. This funding will increase the project budget to \$84.3 million, for improvements to the newly acquired 323 Court Street Building in San Bernardino, the upgrade of the County Government Center parking lot and grounds, and \$2.0 million of design costs for the Valley Public Safety Operations Project.
- \$0.3 million for the County Government Center Security Improvements and Café Remodel. This project will provide design for security improvements and remodel of the County Government Center café.
- \$0.1 million for a new Museum camera system. This new project will upgrade the camera system and add additional cameras at the Main Museum in Redlands.
- \$0.5 million for the demolition of Old Central Juvenile Hall buildings. Funding of \$500,000 will complete the demolition of Old Juvenile Hall Buildings on Gilbert Street in San Bernardino in order to remove underground tunnels and infrastructure and to make the property available for future uses.
- \$5.2 million for the Glen Helen Rehabilitation Center (GHRC) Housing Unit Remodel. This new project will remodel housing units M-1 and M-2 at the Glen Helen Rehabilitation Center in Devore to increase security and ensure Americans with Disability Act, Board of State and Community Corrections and Title 15 compliance funded with a portion of the Jail Upgrades Reserve for the Glen Helen Rehabilitation Center.
- \$0.8 million for the Glen Helen Rehabilitation Center Security Control Panel Replacement and Intercom System funded with a portion of the Jail Upgrades Reserve for the Glen Helen Rehabilitation Center.
- \$1.8 million for Regional Parks Improvements including:
 - \$0.4 million for the Calico Ghost Town Roof Replacement Project. This new project will repair or replace the roofs of Lil's Salon, Old Miner's Café, Hank's Hotel and the Red House at Calico Ghost Town in Yermo.



- \$1.0 million for road improvements for the main road at Park Moabi. This new project will replace the four-mile main road from the gate house to the peninsula campground at Park Moabi in Needles.
- \$0.2 million for Prado Water Diversion Project. This new project will repair drainage pipes lying on the bottom of Prado Lake to provide a functioning diversion system that captures runoff, temporarily impounds runoff, and releases runoff via concrete pipe to a downstream water body.
- \$0.2 million for System-Wide Security Improvements. This new project will install security cameras at Glen Helen Regional Park, Cucamonga-Guasti Regional Park and Yucaipa Regional Park.
- \$0.1 million for the Searles Valley Historical Society Building Demolition. This new project will demolish a building that recently reverted back to County ownership from the Searles Valley Historical Society in Trona that poses a health and safety issue.
- \$2.0 million for Countywide Security Assessments and Improvements. This project will provide funding to conduct security assessments and make security improvements to various County office buildings identified as a result of the security assessments.
- \$0.4 million for the Sheriff's Morongo Jail - Security Cameras and Intercom System Project funded with a portion of the Jail Upgrades Reserve for the Glen Helen Rehabilitation Center.
- \$4.5 million for the Sheriff's Consolidated Operations Remodel. This project will remodel existing office space for the consolidation of specialized forces funded with a portion of the Jail Upgrades Reserve for the Glen Helen Rehabilitation Center.
- \$0.1 million for the Sheriff's – Training Center – Range Restrooms Project. This new project in the total amount of \$195,500 with \$75,500 funded with a portion of the Jail Upgrades Reserve for the Glen Helen Rehabilitation Center and \$120,000 from the Sheriff's department budget will purchase and install a pre-fabricated, concrete restroom building in the green belt area in front of Ranges 1 and 2 at the Sheriff's Training center in Devore.
- \$1.2 million for the West Valley Detention Center Rec Yard Enclosure Project. This new project is for the construction and installation of steel enclosures that contain a toilet, sink and intercom in the recreation yards funded with a portion of the Jail Upgrades Reserve for the Glen Helen Rehabilitation Center.



FUTURE ONE-TIME NEEDS

In addition to one-time needs allocated for use in 2016-17, there are future one-time needs for which funding is recommended. This funding is recommended to be set aside in County General Fund Reserves. The detail of these needs is described below.

One-time Needs Set-Aside in General Fund Reserves (in millions)

	One-Time
General Purpose	\$8.3
Asset Replacement	15.6
EMACS Upgrade	8.0
Labor	11.0
Lake Gregory Dam	4.5
Ontario Airport	0.3
Permit Systems Upgrade	1.1
Recorder/County Clerk's Enterprise System	1.0
Transportation Projects - National Trails Highway	5.0
One-time Reserve Contributions in 2016-17 Recommended Budget	\$54.8

\$8.3 million for the General Purpose Reserve

The County's Fund Balance and Reserve Policy provides for a General Purpose Reserve targeted at 20% of locally funded appropriation. This policy states that this reserve shall be built up with one-time sources until the established target is achieved. The recommended one-time contribution of \$8.3 million for 2016-17 brings the General Purpose Reserve to 14.6% of locally funded appropriation.

\$15.6 million for the Asset Replacement Reserve

The Discretionary General Funding share of asset replacement needs is approximately \$45.2 million. This includes assets that have or will exceed their useful lives by the end of 2016-17. The recommended contribution to this reserve will set-aside additional funds to address these needs.

\$8.0 million for the EMACS Upgrade Reserve

One-time funding is recommended to establish a reserve for the upgrade of the County payroll system (EMACS) to version 9.2.

\$11.0 million for the Labor Reserve

The County is currently in contract negotiations with various labor groups. The contribution to the Labor Reserve sets aside amounts to address potential one-time costs of these negotiations, and also sets aside a portion of the Hypothetical MOU costs identified in the five year financial forecast.

\$4.5 million for the Lake Gregory Dam Reserve

Additional funds are needed for this project due to unexpected construction conditions, additional work required by the State Division Safety of Dams, and increases in engineers' estimates as the project has developed.

\$0.3 million for the Ontario Airport Reserve

One-time funding is recommended for the establishment of a General Fund Reserve for future support for the Ontario International Airport.



\$1.1 million for Permit Systems Upgrade

Additional ISD support (staffing costs) that was not anticipated at the outset of the project requires an additional \$1.1 million in funding. This is partially due to project delays and additional modifications during the pre-implementation phase.

\$1.0 million for the Recorder/County Clerk's Enterprise System

One-time funding is recommended for the establishment of General Fund Reserves for the Recorder/County Clerk's Enterprise System. The recommended funding will assist with the replacement of the aging, outdated, and increasingly unsupported Recorder-County Clerk enterprise system, necessary for complex recording, filing, and cashiering functions of the division.

\$5.0 million for Transportation for the National Trails Highway

Additional funding for the repair, rehabilitation or reconstruction of various bridges along National Trails Highway.

